

**Independent study title:** Effect of Work Flexibility on Job Satisfaction and Job Performance:  
A Case Study of Officers in Southern Airlines

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Tepthong. Academic year: 2023. 115 pp.

### Abstract

The objectives of this study were as follows: 1) to study the job performance level of officers in China Southern Airlines; 2) to analysis the effect of work flexibility on job performance of officers in China Southern Airlines; and 3) to study the influence of job satisfaction as a mediating factor on the relationship between work flexibility and job performance of officers in China Southern Airlines. This research employs a mixed-method design, collecting quantitative data through surveys from 200 officers at China Southern Airlines. The data is analyzed using descriptive statistics and regression analysis. Qualitative data is also gathered to complement the quantitative findings through interviews with key informants, namely aviation security officers. The qualitative data is analyzed using content analysis.

The results indicated that: 1) officers at China Southern Airlines consistently met quality standards and completed assigned tasks on schedule, demonstrating strong task performance. However, their ability to align job performance with organizational expectations and manage tasks effectively was considered subpar. In terms of relational performance, they excelled in collaboration and conflict resolution but received lower ratings for communication skills and feeling supported by colleagues, resulting in their overall relational performance falling in the middle range; 2) working time had significant regression results and positive effects on both task and relationship performance, while the workplace had negative effects on both types of performance, with significance only in the case of relationship performance. Job continuity had a significant negative impact on both performance types, highlighting the substantial influence of work flexibility on task and relationship performance; and 3) when examining the mediating effect of job satisfaction, the introduction of internal job satisfaction showed more significant results in the impact of work flexibility on relationship performance. Work flexibility had a significant positive impact on relationship performance, while workplace changes significantly affected task performance, indicating a notable mediating role for internal job satisfaction. With the inclusion of external job satisfaction, work flexibility had a significant positive impact on job performance, emphasizing the importance of considering work location to enhance relationship performance. External job satisfaction also played a significant mediating role.

**Keywords:** Work Flexibility, Job Satisfaction, Job Performance

Student's signature .....

Independent study advisors' signatures 1) ..... 2) .....